UTILIZING CURRENT EMPLOYEE APPRAISAL FOR SELECTION PROCESS IN COMPREHENSIVE HRM - CASE STUDY

Ms.Shilpa S*   Dr. Mini T C**
*IIMBA student, Department of Management Studies (DOMS), NIT Tiruchirappalli .
** Principal, Pollachi College of Arts and Science, Pollachi, Coimbatore.

Abstract

Psychologists all over the world have identified aptitude and interest as the key players in any successful career performance. A person can develop a skill or become successful in a career only if a career is chosen according to the zperson's aptitude or inborn capacity (Parsons, 1909; Mini, 2010; Janetius & Mini, 2015). Also, an organization becomes productive only if right people are selected for the right job. In India, people use very less psychological assessment services and young people are often deledued in their career choice. Also in recruitments are done based on specific qualification rather than the specific skill a person can person naturally. This condition culminates in unproductive professionals, unmotivated and unfocused workforce leading to un-productivity issues and high attrition rates giving enormous amount of stress to HR department and its personnel. This case study is the outcome of competency mapping done in a MNC in view of performance appraisal aimed at employee retention, promotion and salary hike. This study further theorises that performance appraisal can be translated in to a more efficient HRM. The very same performance appraisal data can be utilised into selection process leading to cost-cutting and more productive HRM.

Key Words: Competency Mapping, Competency Based Training, Selection of Employee, Competency Gaps, Comprehensive HRM.

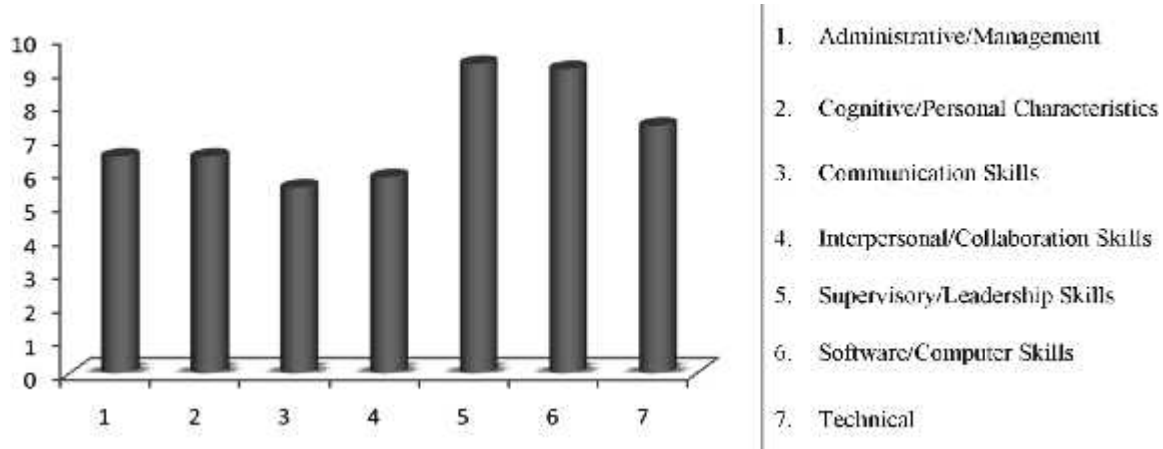## INTRODUCTION AND THE PROBLEM

Organizational DNA refers to the vision and values, culture, leadership, strategy and structure upon which the organization is built and functions. Studies have shown that organizational culture is primarily influenced by the behaviour, attitudes and decisions of the leaders (Brown, Duane, Brooks, Linda et al.1996; Janetius, 2014). This envisioned ideology by the founders, reinforced by the managers and desired to be followed by the members of an organization which in turn showcases a unique identity to an organization (Janetius, 2014). It is the shared indoctrination of the frame of mind among constituents of an organization that distinguishes the one organization from another. Basically it is reflected in the work performance of the employees and the productivity of an organisation. Competent and skilled engaged employees are, therefore the backbone of every organization. In order to be competent and productive in today's fast growing market space, skilled and committed workforce is required. Only organizations that select such highly competent and committed manpower can attain the desired productivity. HRM is an approach using different personal system depending upon the needs and priorities of the organization. HRM must be comprehensive by moving multi-dimensionally utilising a range of internal knowledge for more productivity.

CASE STUDY OF A MNC COMPETENCY MAPPING

The initial competency mapping was done in the three categories of Knowledge, Soft skill and Software skills as generally done in the company. The number of gaps was measured for each category. However, it was noticed that the knowledge category had more number of competencies included in it, and therefore the percentage of share of gaps was higher. Also, the classification of competencies into these three categories failed to provide a clearer understanding of the type of competency the organization wants to measure. Therefore a new model of competency mapping was drafted.
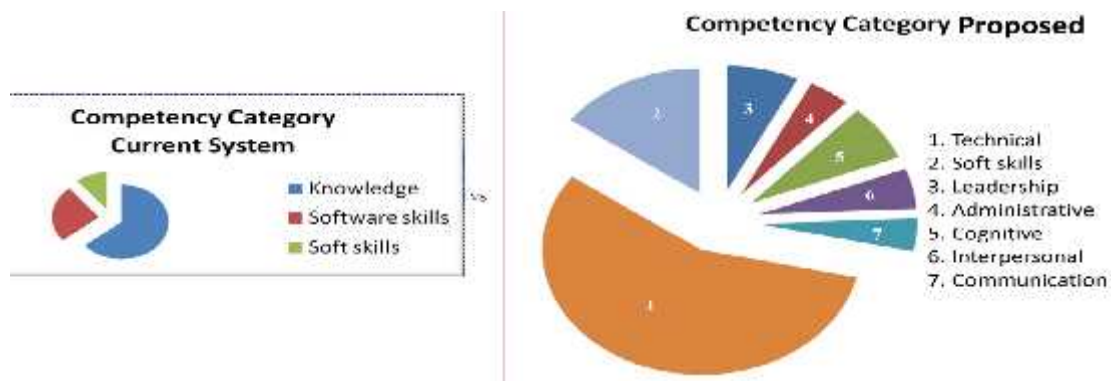
In the new model, the entire set of competencies was classified into three broad areas of Behavioural, Technical & Software Skills. They are further sub classified into various other categories, each category involving a distinct type of competencies used to measure only a single facet. The new list of competencies was arrived at after removal of overlapping or redundant competencies from the old list and addition with consultation with team leaders or project managers. A total of 327 competencies were finally identified and chosen for mapping. For the final analysis, percentages of gaps were identified rather than just number of gaps so that the effect of volume is nullified. The final result of share of gaps was quite different from the previous analysis of the old model. In the old model, the technical and software competencies showed maximum gaps but according to the new analysis, leadership skills and software competencies showed most gaps.

1. Administrative/Management
2. Cognitive/Personal Characteristics
3. Communication Skills
4. Interpersonal/Collaboration Skills
5. Supervisory/Leadership Skills
6. Software/Computer Skills
7. Technical

The company unit uses competency mapping results in the performance appraisal process alone to measure the employee skill levels so that it may lead to retention, promotion or salary rewards. This study further suggests how competency mapping can be used to ensure that a Holistic HRM model is implemented or practiced in an organization. The proposed model for competency mapping tries to integrate itself into the entire HR planning in such a way that, starting from selection & recruitment, till the measurement of company benefits in terms of employee productivity and cost reduction, we use the competency mapping.

DOUBLE-SIDED COMPETENCY MAPPING MODEL
Psychologists have identified aptitude and interest as the key players in any successful career performance. A person can develop a skill or become successful in career only if a person chooses a career according to the person's aptitude or inborn capacity (Parsons, 1909; Mini, 2010; Janetius, 2013). In India, people use very less psychological guidance services and young people are not guided or even recruited for a specific career where a person's competency is fully fit. This situation leads to the unproductive professionals, unmotivated and unfocused workforce leading to un-productivity issues and high attrition rates (Janetius, 2013). This conventional style of career selection and recruitment process leads to the unproductive professionals, unmotivated and unfocused workforce leading to un-employability issues.
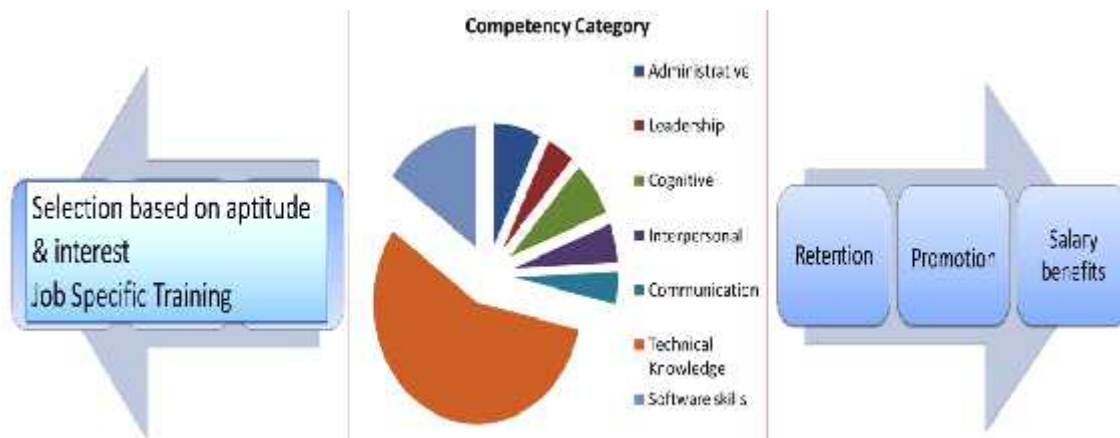
The company hiring process is such that after taking in new recruits possessing basic or minimum required skills, they are trained so as to equip them with the requisite skills of a specific job role. As a result, the focus is more on training or learning and development. Rather, if the unit has in place a complete competency model that would enable the HR Department to recruit the correct candidates possessing the very same skill set that matches the job role competencies, the cost incurred on each recruit would come down and also will help increase the productivity of the employee towards the job. Instead, the very same performance appraisal output data can be utilised into selection process wherein people with specific aptitude and interest for a specific job can be hired. This will ease the HRM department enormous amount of time and man power, leading to cost-cutting and more stress-free environment. So a double-sided competency mapping can enable the HR to not only to measure employee performance, and thus help in succession planning or career development but also using the very same personalized and tailor-made competency criterion in recruitment to identify apt candidates for a job vacancy.

REFERENCES

1. Brown, Duane, & Brooks, Linda et al. (1996). Career choice and development. San Francisco: Jossey-Bass.
2. Ginzberg, E. (1972). Toward a theory of occupational choice: A restatement. Vocational Guidance Quarterly, 29 (3), 169-176.
3. Holland, J.L. (1992). Making vocational choices: A theory of vocational personalities and work environments (2nd ed). Odessa, FL: Psychological Assessment Resources.
4. Janetius, S.T. (2013). 'Some people are successful: a model for rural entrepreneurship' in Rural Empowerment for Sustainable Development, Chennai: Hikey Publication pp. 181 -184.
5. Janetius. S.T. (2014). Organizational DNA - a road map for identifying organisation, unpublished paper at the National Conference on India Specific Challenges in Global Growth Dynamism - A Management Perspective, STC, Pollachi.
6. Janetius & Mini, T.C. (2015). Quo Vadis College Campus?. USA: Amazon CS publication.
7. Mini, T.C. (2010). Linking education with employment: a study on college placement cells, AIAER, Chitradurga.
8. Parsons, F. (1909). Choosing a vocation. Boston: Houghton Mifflin.